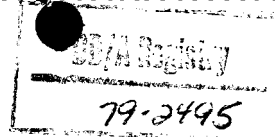


SECRET



OTR 79-3725

23 JUL 1979

*Training*

MEMORANDUM FOR: Special Assistant to the Deputy Director  
of Central Intelligence

VIA: Deputy Director for Administration

FROM: Donald E. Smith  
Director of Training

SUBJECT: Study of the Career Impact of Two-Year  
Hard Language Training on DO Operations  
Officers ☐

REFERENCE: Memo to DDCI from IG, dated 11 July 1979,  
Same Subject ☐

1. The referent memorandum (attached) recommends that personnel who have successfully completed two years of training in a hard language be rewarded with a one-time step increase award. While this proposal may have had merit, I believe the new system of achievement, use, and maintenance awards now under development, combined with recognition of language achievement as a DO promotion precept, are preferable to a step increase. ☐

2. The recent data cited in the IG study suggest that personnel of the Directorate of Operations who devoted two years to language study are successfully competing for promotions with their peers. Further, as cited in paragraphs 8 and 9 of the reference, the DDO now instructs his personnel panels to give due weight to language training in rankings and promotions. Inclusion of language training as a precept in promotion rankings is, I believe, a more authentic way of demonstrating that periods spent in language training do not disadvantage an officer, as compared with an in-grade raise which might be more likely construed as a consolation prize. ☐

Downgrade to Unclassified  
Upon Removal of Attachment

SECRET

SUBJECT: Study of the Career Impact of Two-Year Hard  
Language Training on DO Operations Officers ☐

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3. The new Incentive Program for language achievement, soon to be submitted to the DDCI, will offer monetary awards of up to \$3,200 to persons enrolled in a hard language and who achieve the Minimum Professional Proficiency ("3") level in reading and speaking. The officer who applies his language on the job will receive a use award in the form of \$50 per pay period, while a maintenance award will be half that amount. This series of incentives are intended to provide continued motivation, whereas a one-step increase built into the recipient's base pay is more likely to motivate for a limited period. For these reasons, the Language Incentive Implementing Committee recommended earlier against use of quality step increases as incentives. ☐

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4. In sum, I believe the IG recommendation has been overtaken by the new program of incentives and DO personnel practices, and I recommend that the DDCI not approve the IG proposal. Should he decide to do so, however, I feel that a one-step pay increase for two years' study of a hard language should be integrated into the Incentives Program and adjustments made in monetary incentives for achievement, use, and maintenance of these languages. ☐

25X

/s/ Donald E. Smith

Donald E. Smith

Attachment

Distribution:

- Orig & 1 - Addressee, w/att
- 1 - ER, w/o att
- 2 - DDA, w/o att